



# County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA  
Chief Executive Officer

March 12, 2008

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To: Supervisor Yvonne B. Burke, Chair  
Supervisor Gloria Molina  
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Supervisor Don Knabe  
Supervisor Michael D. Antonovich

From: William T Fujioka  
Chief Executive Officer

A handwritten signature in black ink, appearing to read "W. T. Fujioka", is written over the printed name of the Chief Executive Officer.

## IMPLEMENTATION OF THE MANAGEMENT AND PROGRAM AUDIT RECOMMENDATIONS – SEVENTH QUARTERLY PROGRESS REPORT

On May 10, 2006, your Board directed the Chief Executive Office (CEO), the Auditor-Controller (A/C), and the Probation Department (Department) to provide quarterly reports updating the following: the implementation of the management and programming audits of the Department, the reorganization of the Department, and the Department's plans to institutionalize change in the Department (formalized investigations of staff, implementation of corrective actions, and training of new and existing staff).

This is our seventh quarterly progress report regarding implementation of the Thompson, Cobb, Bazilio and Associates (TCBA) and Child Welfare League of America (CWLA) management and program audit recommendations, respectively, covering the period of November 2007 through January 2008.

Briefly, during the Seventh Quarter, the number of recommendations implemented increased to 71 (75 percent) of the 95 recommendations that are being tracked, while 17 other recommendations (18 percent) are partially implemented. Consequently, there are only seven recommendations (7 percent) that the Department has not implemented (Attachment 1).

### **I. AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS OVERVIEW**

Representatives from the A/C and the Department continue to work with The Resources Company (TRC), a consulting team hired by the A/C in May 2006, to assist the Department in effectively implementing the TCBA and CWLA recommendations.

As indicated in Attachment I, of the 95 applicable TCBA and CWLA audit recommendations:

- 71 (75 percent) have been fully implemented by the Department as confirmed by TRC;
- 17 (18 percent) are in progress or are partially implemented; and
- 7 (7 percent) are not yet implemented.

The Probation Department plans to fully implement 9 of the remaining 24 recommendations by April 30, 2008, an additional 9 recommendations by July 31, 2008, and the remaining six recommendations by January 2009. Please refer to Attachment II for a listing of the status of the implementation of each of the management and audit recommendations.

### **II. PROBATION DEPARTMENT REORGANIZATION**

During the past 19 months, your Board has funded a number of additional personnel items that have assisted the Department to:

- Address span of supervision and the previous "flatness" of the organization;
- Better handle the many operational responsibilities for effective strategic planning and management; thus, addressing long-term issues;
- Provide the necessary leadership to better prepare the Department for the future; and
- Enhance communication internally and externally, including all key stakeholders.

We have previously reported on the Department's use of the additional personnel in the juvenile halls and camps and other areas in the Department.

### **III. PLANS TO INSTITUTIONALIZE DEPARTMENTAL CHANGE**

During the past eight months, the Department has begun a strategic planning process designed to sustain the implementation and continuous process improvement of evidence-based practices. In particular, the Department has established a Strategic Planning Steering Committee and seven strategic planning work groups to address

15 strategic issues. For your reference, the Department's strategic planning charter is provided in Attachment III. The Department has held two quarterly strategic planning workshops involving approximately 40 senior managers of the Department. The first workshop focused on the need for organizational and cultural change within the Department. The second workshop began a discussion of the core competencies that the Department needs to see in its executives and senior managers. Both workshops also involved updates from the chairs of the strategic planning work groups to the larger group. The third workshop anticipated to be held in late April or early May will involve review and discussion of the Department's draft strategic plan that is scheduled for completion in late May. The strategic plan will provide the "blueprint" for the Department implementation of evidence-based practices, supervision, and management for the next two to three years.

#### **IV. STATUS OF PRIOR QUARTER PROGRESS REPORT GOALS**

In the prior quarterly report, the following goals were identified for completion during this Seventh Quarter. A brief description of their status is provided.

Goal	Implementation Status
Train Probation and Mental Health camp staff as small group facilitators running EBP interventions: (a) Thinking for a Change (T4C) for Challenger camps or (b) Girls Moving On (GMO) for Scott/Scudder camps.	TRC has trained 18 Probation/DMH staff as T4C facilitators and is scheduled to provide booster training to them in March 2008. TRC has trained another 18 Probation/DMH staff as GMO facilitators and provided booster training to them in September and November 2007.
Refine the continuum of EBP interventions/ services that begin in camp and that need to continue in the community after juveniles are released from camp.	RTSB staff are in the process of finalizing the core EBP interventions that will begin in camp and be completed in the community, anticipated for completion by May 30, 2008, consistent with completion of its strategic plan.
Begin fidelity assessments of the eight Camp Redesign Phase 1 camps on (a) application of the EBP / CCP / MI training, (b) small group facilitation of Thinking for a Change and Girls Moving On interventions, and (c) implementation of the new RTSB behavior management system to be used in all 18 camps.	In August – September 2007, the Department's Program Evaluation Office (PEO) staff conducted an initial assessment of RTSB's implementation of the above EBP staff skills. In December 2007 – January 2008, PEO staff conducted an assessment of the Thinking for a Change intervention at Camp Scobee.

Goal	Implementation Status
Work with the Antelope Valley Parole Task Force to develop strategies and resources for providing EBP programs and services to juvenile and adult probationers in and around the cities of Lancaster and Palmdale.	Probation has initiated meetings with representatives from numerous agencies including the cities of Palmdale and Lancaster and has provided them with EBP presentations, with a focus on prevention and intervention services.
Begin a strategic planning process to develop strategies and action plans to continue and sustain implementation of evidence-based practices.	Probation has established a Strategic Planning Steering Committee and seven strategic planning work groups to address 15 strategic issues. The Chief Probation Officer continues to chair a Comprehensive Education Reform Committee to reform education programs in the County's juvenile halls and probation camps. The Chief has initiated an interagency work group to explore the identification and development of ways to blend and leverage various sources of funding potentially available to pay for EBP interventions and services.

#### **V. EIGHTH QUARTER PROGRESS REPORT GOALS**

Over the next reporting quarter, February through April 2008, the Department anticipates:

- Developing a draft strategic plan to sustain evidence-based practices over the next 2 to 3 years, including but not limited to strategies related to (a) Camp Redesign; (b) emerging adult probationers; (c) staff recruitment, retention, internships and succession planning; (d) Dashboard reporting of probation outcomes and performance indicators; (e) CBO, FBO and community capacity building; and (f) financial leverage of funding for EBP interventions and services in residential settings, (i.e., juvenile halls, camps, and group homes) and those in the community.
- Developing a strategic action plan to implement comprehensive education reform in the County's juvenile halls and probation camps.
- Initial implementation of a Dashboard reporting system for monthly reporting of probation outcomes and indicators and preparing a six-month progress report to your Board on such indicators.

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The A/C has validated the implementation status of the recommendations. The CEO, A/C, Probation Department, and TRC believe significant progress continues to be made.

If you have any questions regarding this matter, please contact Deputy Chief Executive Officer Doyle Campbell, Public Safety, at (213) 893-2374 or your staff may contact Chief Deputy David M. Davies, Probation Department, at (562) 940-2511 or Chief Don Chadwick, Countywide Contract Monitoring Division of the Auditor-Controller, at (626) 293-1102.

WTF:SRH:RDC  
JW:VC:yjf

Attachments (3)

c: Executive Officer, Board of Supervisors  
Auditor-Controller  
Chief Probation Officer

7<sup>th</sup>.Quarterly.Report.bm

**LOS ANGELES COUNTY PROBATION DEPARTMENT  
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS  
SUMMARY IMPLEMENTATION STATUS  
(BY AGENCY, BY AUDIT CATEGORY)  
AS OF JANUARY 31, 2008**

<b>Audit Category</b>	<b>Implemented</b>	<b>Partially Implemented</b>	<b>Not Implemented</b>	<b>Total *</b>
<b>TCBA Management Audit</b>				
<i>Strategic planning</i>	5	1		6
<i>Linking strategy to operations</i>	7	1		8
<i>Organizational structure and leadership</i>	7			7
<i>Automated systems and technology</i>	4	2	2	8
<i>Personnel management</i>	12	1	1	14
<i>Other audit areas</i>	3			3
<b>Subtotal – TCBA Management Audit</b>	<b>38</b>	<b>5</b>	<b>3</b>	<b>46</b>
<b>CWLA Program Audit</b>				
<i>Program planning and implementation</i>	7	5	2	14
<i>Best practices and benchmarking</i>	9	2		11
<i>Performance measurement</i>	3	2		5
<i>Work processes</i>	14	3	2	19
<b>Subtotal – CWLA Program Audit</b>	<b>33</b>	<b>12</b>	<b>4</b>	<b>49</b>
<b>Total</b>	<b>71</b>	<b>17</b>	<b>7</b>	<b>95</b>
<b>Percentage</b>	<b>75%</b>	<b>18%</b>	<b>7%</b>	<b>100%</b>

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

\* Excludes five recommendations (TCBA 19, 23, 26, 38 and CWLA 47) that are not applicable, as determined by Probation with TRC's concurrence, and as referenced in the First Quarter Status Report dated August 17, 2006.

**LOS ANGELES COUNTY PROBATION DEPARTMENT  
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS  
AS OF JANUARY 31, 2008**

No.	Audit Category / Recommendation	Implemented	Partially Implemented	Not Implemented	Estimated Completion
	<b>Strategic Planning</b>				
TCBA 1	Strategic goal development	✓			
TCBA 2	Annual strategic map goals		✓		June 2008
TCBA 3	Issue-focused working groups	✓			
TCBA 4	Comprehensive strategic planning approach	✓			
TCBA 5	New strategic initiatives	✓			
TCBA 6	Strategic management / QA function	✓			
	<b>Linking Strategy to Operations</b>				
TCBA 7	Linkage of strategic initiatives to operations	✓			
TCBA 8	Strategic initiatives tracking system	✓			
TCBA 9	Cross-bureau planning and coordination	✓			
TCBA 10	Staff training in strategic plan./perf. measure.	✓			
TCBA 11	Hierarchy of performance indicators	✓			
TCBA 12	Clear/concise performance reports		✓		June 2008
TCBA 13	Development of performance indicators	✓			
TCBA 14	Customer satisfaction evaluation/strategies	✓			
	<b>Organizational Structure &amp; Leadership</b>				
TCBA 15	Training in strategic planning, performance measurement, and outcome measurement	✓			
TCBA 16	Diversification of management team	✓			
TCBA 17	Reorganize Probation Department	✓			
TCBA 18	Combining of internal investigative functions	✓			
TCBA 20	Open organization culture	✓			
TCBA 21	HQ manager involvement in service delivery	✓			
TCBA 22	Linkages to stakeholder organization	✓			

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

**LOS ANGELES COUNTY PROBATION DEPARTMENT  
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS  
AS OF JANUARY 31, 2008**

No.	Audit Category / Recommendation	Implemented	Partially Implemented	Not Implemented	Estimated Completion
	<b>Automated Systems &amp; Technology</b>				
TCBA 24	Use of data warehousing and geographic information systems		✓		June 2008
TCBA 24a	Funding of E-Learning program			✓	June 2008
TCBA 25	IT equipment replacement schedule	✓			
TCBA 25a	Overall assessment of Info. Systems Office; IT Infrastructure Library adoption	+	✓		Dec. 2008
TCBA 27	Hiring of Information Security Officer and development of data security plans	✓			
TCBA 28	Interactive voice response – field offices	✓			
TCBA 29	Use of PEDMS imaging software			✓	June 2008
TCBA 30	Formulation of IT communications plan	✓			
	<b>Personnel Management</b>				
TCBA 32	Consolidated recruitment & hiring; targeted regional recruitment; recruitment budget unit			✓	June 2008
TCBA 33	Open competitive recruitment	✓			
TCBA 35	Expanded criminal history checks, credit history checks, drug testing, and polygraph examinations of employment candidates	✓			
TCBA 36	Field investigation and information verification of employee backgrounds	✓			
TCBA 37	Professional Standards Unit consolidation and reporting directly to CPO	✓			
TCBA 39	Compliance with core training requirements	✓			
TCBA 40	Agency-wide training system	✓			

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

✓ Reflects the overall implementation status of the recommendation.      + Reflects at least partial implementation of the recommendation.



**LOS ANGELES COUNTY PROBATION DEPARTMENT  
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS  
AS OF JANUARY 31, 2008**

No.	Audit Category / Recommendation	Implemented	Partially Implemented	Not Implemented	Estimated Completion
	<b>Personnel Management</b>				
TCBA 41	Employee morale improvement	✓			
TCBA 42	Management-staff communication tools	✓			
TCBA 43	Completion of employee evaluations	✓			
TCBA 44	Personnel management systems review; personnel evaluation process recommendations to Executive Leadership Team	✓			
TCBA 45	Appraisals of promotability process	✓			
TCBA 46	Employee turnover analysis	✓			
TCBA 47	Department succession plan; administrative intern program		✓		May 2008
	<b>Other Audit Areas</b>				
TCBA 59	Injury and illness prevention program	✓			
TCBA 60	Grants administration policies/procedures	✓			
TCBA 61	Public Information function to CPO office	✓			
	<b>Program Planning/Implementation</b>				
CWLA 1	Comprehensive action plan for EBP	✓			
CWLA 2	Regular stakeholder feedback	✓			
CWLA 3	Evaluation of existing program and new initiatives		✓		Dec. 2008
CWLA 4-1 CWLA 4-2	Update and publish the Juvenile Manual on-line		✓		April 2008
CWLA 5	Standard risk/needs assessment tool and resposivity tools	✓			

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

**LOS ANGELES COUNTY PROBATION DEPARTMENT  
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS  
AS OF JANUARY 31, 2008**

No.	Audit Category / Recommendation	Implemented	Partially Implemented	Not Implemented	Estimated Completion
	<b>Program Planning/Implementation</b>				
CWLA 6	<i>Referral of clients for services policy; criminogenic needs assessment tool</i>	✓			
CWLA 7	<i>Risk reduction case management strategies</i>	✓			
CWLA 8	<i>Court reports training / quality assurance</i>		✓		Mar. 2008
CWLA 9	<i>Workload measures for caseload evaluation</i>	✓			
CWLA 10	<i>Analysis of caseload sizes; publication of caseload requirements and measures of compliance</i>	✓			
CWLA 11	<i>Set up case management database</i>		✓		Mar. 2008
CWLA 12-1 CWLA 12-2	<i>Electronic database of CBO resources Track utilization of CBOs; identify gaps in services/providers</i>		+	✓	Mar. 2008
CWLA 13	<i>Criteria for utilization of CBOs</i>			✓	Mar. 2008
CWLA 14	<i>Collaboration with CBOs in geographic areas</i>		✓		Mar. 2008
	<b>Best Practices and Benchmarking</b>				
CWLA 15	<i>Delinquency prevention / intervention</i>	✓			
CWLA 16	<i>Systematic program evaluation</i>		✓		Jan. 2009
CWLA 17	<i>Staff development regarding EBP planning and contracting</i>	✓			
CWLA 18	<i>Action plan for EBP</i>	✓			
CWLA 19	<i>Coordination with CBOs in geographic areas</i>		✓		Mar. 2008
CWLA 20	<i>Additional program slots – FFT, MST and MTFC interventions</i>	✓			

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

✓ Reflects the overall implementation status of the recommendation.

+ Reflects at least partial implementation of the recommendation.

**LOS ANGELES COUNTY PROBATION DEPARTMENT  
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS  
AS OF JANUARY 31, 2008**

No.	Audit Category / Recommendation	Implemented	Partially Implemented	Not Implemented	Estimated Completion
	<b>Best Practices and Benchmarking</b>				
CWLA 21	Evaluation of departmental programs	✓			
CWLA 22	Staff training on EBPs	✓			
CWLA 23	Comprehensive examination of the camps programs	✓			
CWLA 24	Comprehensive examination of camps outcomes; database of new screening information	✓			
CWLA 25	Non-residential, community-based services	✓			
	<b>Performance Measurement</b>				
CWLA 26	Consensus on client outcomes	✓			
CWLA 27	Categories of client outcomes	✓			
CWLA 28	Outcome measurement/reporting system		✓		June 2008
CWLA 29	Collaboration with group home providers/CBOs	✓			
CWLA 30	Contracting for client outcomes		✓		Mar. 2008
	<b>Intra-/Inter-Agency Work Processes</b>				
CWLA 31	Adoption of APPFS performance standards	✓			
CWLA 32	EBP measurement/reporting systems		✓		Dec. 2008
CWLA 33	Mgmt. report sharing with other departments			✓	Dec. 2008
CWLA 34	Action plan to implement EBPs	✓			
CWLA 35	Use of LAARC to assess risk/needs; support/services for desired outcomes	✓			
CWLA 36	LAARC as an assessment tool	✓			
CWLA 37	PO assignment to geographic areas; coordination with CBOs			✓	June 2008

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

**LOS ANGELES COUNTY PROBATION DEPARTMENT  
MANAGEMENT & PROGRAM AUDIT RECOMMENDATIONS IMPLEMENTATION STATUS  
AS OF JANUARY 31, 2008**

No.	Audit Category / Recommendation	Implemented	Partially Implemented	Not Implemented	Estimated Completion
	<b>Intra-/Inter-Agency Work Processes</b>				
CWLA 38	Examination of case transition/transfer points	✓			
CWLA 39	Timely orientation of minors	✓			
CWLA 40	Review assessment/placement process	✓			
CWLA 41	Forums with community-based organizations	✓			
CWLA 42	Evaluation of DCFS GH contracts	✓			
CWLA 43	Evaluation design and data collection system		✓		Dec. 2008
CWLA 44	DCFS improvements to 241.1 process	✓			
CWLA 45	Participation in Wraparound services	✓			
CWLA 46	Protocol for dual status designation	✓			
CWLA 48	Continuity of treatment services with methods to address interruptions		✓		Mar. 2008
CWLA 49	Juvenile manipulation of medications; implications for camp services	✓			
CWLA 50	Identification of gaps in MH services	✓			

Source: The Resources Company (Auditor-Controller Work Order No. 7-38).

## LOS ANGELES COUNTY PROBATION DEPARTMENT STRATEGIC PLANNING CHARTER

### Purpose

To outline the scope of the Probation Department's process to develop a strategic plan that will determine and communicate – both internally and externally – how the Department plans to sustain its implementation of evidence-based practices (EBP) and to introduce evidence-based management (EBM) in 2008 through 2010.

### Background

During the past eight months, the Department has begun implementation of EBP in the juvenile camps and is beginning with the juvenile and adult field offices through the following initiatives:

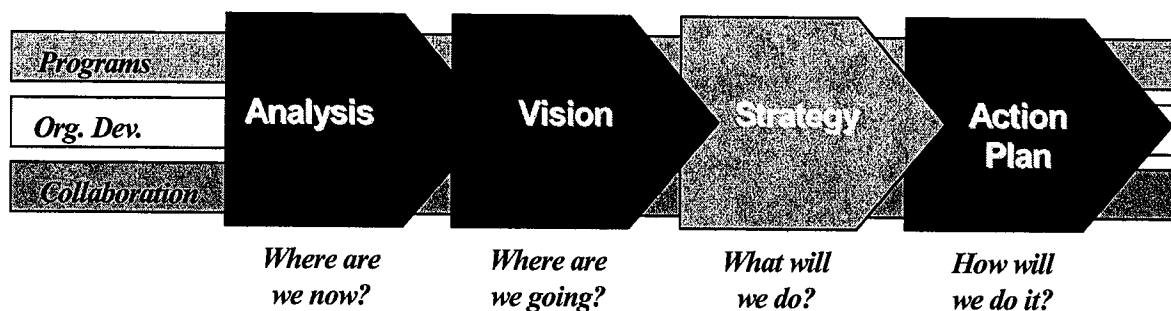
- Camp Redesign programming
- EBP training of Residential Treatment Service Bureau (RTSB) staff
- Juvenile and adult risk/needs assessment and case plan development
- Quality assurances (QA) services development
- Community outreach / community building.

During the next 10 months, the Department will complete the initial implementation of the EBP Comprehensive Action Plan, the Camp Redesign Implementation Plan as well as the 95 TCBA/CWLA management and program audit recommendations. Planning for and execution of these EBP implementation tasks will require significant collaboration – both internally and externally – to achieve the Department's goals and outcomes.

### Proposed Scope of Strategic Planning

The strategic planning process should enable the Department to establish an action plan to sustain EBP implementation and to introduce evidence-based management.

#### *Strategic planning to sustain EBP implementation*



As indicated above, the strategic planning process needs to focus on three areas – programs, organizational development, and collaboration – that are critical to

achieving the Department's prime objectives of reducing recidivism and helping juvenile and adult offenders become productive members of their communities.

### Programs

- **Financial Stability:** The Department needs to identify opportunities/threats and strengths/weaknesses that could affect the organization's financial ability to sustain EBP implementation in the coming years. The strategic planning process should establish an ongoing process for assessing the impacts of external reforms – child welfare, mental health, juvenile/adult prison reforms, etc – on the Department's mission, goals and priorities, and funding requirements and capacity.
- **EBP Programming:** The Department needs to continue programming how juvenile camp and juvenile/adult field staff address criminogenic needs and responsivity factors through EBP interventions provided by Probation, DMH, LACOE, community-based organizations (CBOs) and faith-based organizations (FBOs). The strategic planning process should facilitate cross-bureau planning and the external collaboration needed to establish a continuum of care and EBP interventions and services.
- **California Department of Corrections and Rehabilitation (DCR) Division of Juvenile Justice (DJJ) Wards:** In his FY 2007-08 Proposed Budget, the Governor indicated that "Beginning July 1, 2007, the DJJ will start the process of reducing the population of juvenile offenders housed in State facilities by using local facilities, and will provide financial resources to support their programs and housing needs. The DJJ will reduce its population so that only the most serious and violent juvenile offenders are housed in State facilities. Offenders convicted of lesser crimes will remain at the county level." On August 24, 2007, the Governor signed Senate Bill 81, which among various changes provided that effective September 1, 2007, only minors with a sustained 707(b) petition could be sent to a State juvenile facility. The strategic planning process should facilitate identification and implementation of additional EBP programming to deal with the criminogenic needs and responsivity factors of this population.
- **Juvenile Camps Physical Plant Reconfiguration:** The Department is currently working with the Chief Administrative Officer (CAO) and the Department of Public Works (DPW) to develop a Board report on the scope and estimated cost of reconfiguring the County's 18 existing juvenile camps and other prospective properties (e.g., Barley Flats) to podular units that would provide more appropriate space for EBP supervision and treatment as well as modernization of facilities that are, on average, 33 years old (the newest is 17, and the oldest is 56 years old). The strategic planning process should facilitate an ongoing process of prioritizing the design and construction of such capital improvements.
- **Emerging Adult Probationers:** In response to a burgeoning State prison population and a recidivism rate that is the highest in the country, the Governor included in his 2006-07 Proposed Budget, for the first time, State funding for adult probation services. His proposal, called the California Adult Probation Accountability and Rehabilitation Act (CAPARA), provides enhanced funding for adult probation services. The funding is designed to target offenders between the crime-prone ages

of 18 and 25. If enacted, the proposal would afford probation an opportunity to build upon its success in addressing juvenile crime and recidivism under the auspices of the state-funded Juvenile Justice Crime Prevention Act (JJCPA) and reduce the number of young adults making their way to state prison.

- **Dashboard Reporting System:** The Department is currently developing a pilot version of a dashboard reporting system – a type of executive information system – (initially with 4 performance indicators) that will provide Department management and supervisors with summary performance information to measure and report the effectiveness of EBP implementation in the juvenile camps and subsequently in the juvenile/adult field offices. The strategic planning process should facilitate the ongoing expansion and refinement of dashboard-type client outcomes and performance indicator tools for measuring the success of EBP implementation and program results.
- **Continuum of Services.** During the past two years, the Department has identified the need to establish a continuum of services for both juvenile delinquents and adult offenders. The strategic planning process should facilitate identification of methods to (a) link programs and initiatives and (b) cut across bureau lines in the delivery of interventions and services.

### **Organizational Development**

- **Staff Recruitment / Retention:** The Department is shifting its mission from one of simple custody and compliance with probation terms and conditions to one of assessment and treatment of criminogenic needs in order to reduce recidivism among both juvenile delinquents and adult offenders. The change in Departmental focus necessitates a change in future staff orientation from law enforcement to EBP treatment. The strategic planning process should facilitate identification of sources and strategies for recruiting appropriate staff consistent with this change of Departmental focus.
- **Internships:** The Department is currently working with a number of local colleges and universities to provide internship opportunities for students majoring in criminal justice, social work, and related programs. Last year, the Department employed 15 full-time equivalent (FTE) interns to provide case management assistance to juvenile field probation officers. The strategic planning process should facilitate methods to dramatically expand the Department's internship opportunities as well as encourage more inclusion of EBP principles and interventions in the academic curricula of the participating colleges and universities.
- **Succession Plan:** The Department will likely experience a significant number of retirements among senior/middle management and first-line supervisors in the next five years. Accordingly, the strategic planning process should facilitate the development of a succession plan to address staff turnover.
- **Saba Learning Management System (LMS):** The Department is in the process of implementing the Saba LMS acquired by the County to replace the 20-year old Registrar training records system. However, the Saba LMS can also be used to enhance components of the Appraisal of Promotability process by (a) documenting

the knowledge, skills and aptitudes (KSAs) – core competencies –associated with all Departmental positions, and (b) providing the capability to establish professional development plans for applicable staff. The strategic planning process should facilitate establishing the requirements and processes for utilizing the Saba LMS for that purpose.

- **Training and Learning Development Services (TLDS):** During the past year, the Department has begun 3 major training initiatives: (1) development of entry-level, DSB, and RTSB academies; (2) development of EBP staff skills / interventions curricula; and (3) implementation of the Saba LMS. The strategic planning process should facilitate the integration of these 3 initiatives on a Department-wide basis, and define the training roles and responsibilities of the TLDS Division and all the bureaus.
- **Cultural Transformation:** The current EBP training of juvenile camp staff is just the beginning of a multi-year cultural transformation of the way in which the Department and its partners – the courts, law enforcement, other County departments, LACOE, and CBOs/FBOs – detain, supervise, educate, and treat juvenile delinquents and adult offenders in order to reduce recidivism. The strategic planning process should facilitate (a) identification of necessary and desired changes in detention, supervision, and treatment programs, as well as the administrative and financial functions that support such programs and (b) initial and booster training of line staff, supervisors, and managers in such programs.

### **Collaboration**

- **Probation Case Management System (PCMS):** Implementation of PCMS will undoubtedly result in identification of assessment, case planning/case management, court reporting, and other issues related to juvenile probation systems and processes. The strategic planning process should facilitate cross-bureau planning and external collaboration with educational services, health services, and mental health services agencies needed to address such PCMS implementation issues.
- **“Charter Schools:”** For the past 4 months, the Department has been exploring the development of a three-year pilot project to establish a “charter school” for the juvenile girls at Camps Scott and Scudder. On June 19<sup>th</sup>, the Board of Supervisors directed the Chief Probation Officer to collaborate with LAUSD, LACOE, the Probation Commission, the County Librarian, DMH, CPC, and the Chief Executive Officer to “develop a comprehensive plan to dramatically reform educational programs in the County’s juvenile halls and probation camps, including an exploration of the feasibility of charter schools...”
- **Community-Based Organizations:** Implementation of EBP started in the camps, where the Department has a greater opportunity to begin EBP interventions to address criminogenic needs, because they will have a “captive audience” for 6 to 12 months. However, in most cases, EBP treatment and services will continue and be completed in the community. The strategic planning process should facilitate “partnering” in the funding, alignment and delivery of EBP interventions and services provided by Probation, other County departments, and CBOs/FBOs.



In addressing these strategic issues, the Department needs to (1) prioritize them, (2) identify the one-time and ongoing costs of implementing resulting strategies, and (3) ensure that the resultant strategic plan is aligned with the County strategic planning goals and objectives. As the strategic plan is developed, it should also identify Department accomplishments that have occurred during the past 12-18 months.

### **Strategic Planning Committee**

The Probation Department has established a Strategic Planning Committee comprised of the following members:

- Robert Taylor – Chief Probation Officer
- Dave Davies – Chief Deputy Probation Officer
- Vince Iaria – Executive Assistant
- Robert Smythe – Administrative Deputy, Administrative Services
- Fred Nazarbegan – Chief Information Officer
- Dawn Weinberg – Director, Training & Learning Development Services.

The Strategic Planning Committee will serve as the steering committee for the strategic planning process.

### **Strategic Planning Work Groups**

The Strategic Planning Committee will establish ad hoc work groups to address the issues identified on pages 2-4 of this strategic planning charter. The initial strategic planning work groups (Attachment A) will focus on the following issues:

- Financial stability
- Comprehensive education reform (June 19, 2007 Knabe motion)
- Probation outcomes and performance indicators (July 31, 2007 Antonovich motion)
- Staff recruitment/retention, internships, and succession planning
- Emerging adult probation
- CBO capacity building.

The Strategic Planning Committee will establish a specific charter for each work group and assign cross-bureau teams to work on each set of strategic planning issues.

### **Strategic Planning Support**

Initially, the strategic planning process will be supported by The Resources Company consultants and strategic planning staff from the Quality Assurance Services Bureau. At this point, the latter only consists of a program analyst and a secretary (the Department had requested 8 personnel items for its Strategic Planning Office). This means that members of strategic planning work groups may be called upon to provide staff support for their work groups.